12 JUL 1976

76-1893

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Senior Executive Career Service Panel

FROM : E. H. Knoche
Deputy Director of Central Intelligence

SUBJECT : Personnel Development Program

1.   With your submission for Fiscal Year 1977, the Personnel Development Program will mark its fourth year as an essential element of the Agency's "New Approaches to Personnel Management." It is the Agency's basic executive management and development program and is in accordance with the Executive Development Program required of all Federal agencies, including CIA. It is a dynamic program designed to be reviewed, amended and updated with new job assignments, training assignments and promotion exercises for all officers GS-13 through GS-17 and SPS. While the major review process should be addressed to those identified in PDP, a continuing review of all officers is required to assure no officer's performance at any point in time is overlooked.

2.   Responsibility for executive management and development rests with you as the Head of your Career Service. Your responsibility in this matter includes reviewing with the Heads of your Career Subgroups or Divisions their respective Personnel Development Programs to insure they are in accord with your Career Service and the Agency's goals and policies. I suggest such review be done at least semi-annually for update purposes. I, in turn, will annually review with you the Personnel Development Program of your Career Service. By doing so we will assure the continuance of senior managers in the Agency who are well trained and qualified for the assignments and challenges before them.

3.   I believe the following are realistic PDP policies and goals for the Agency and suggest their use in discussions with the Heads of your Career Subgroups and Divisions regarding the PDP.

a.   Identify vacancies as specifically as possible. For example, rather than stating a senior operations assignment will become vacant within the year, cite the specific vacancy anticipated and, as closely as possible, the quarter or half year in which the vacancy is anticipated.

b.   Ideally identify for each vacancy a minimum of two individuals qualified for the assignment and the arrangements necessary to make those individuals available for the assignment. This comprises the Executive List of the PDP.

c.   Be aware of the personal goals and plans of each executive level officer, whether on the Executive List or not, so incompatibilities between their plans and Office goals and plans can be reconciled.

d.   Ideally have a minimum of three individuals in the feeder group, GS-13 through GS-15, being trained and developed for each of the executive positions on your staffing complement. In most cases the specific position cannot and should not be identified at this level. This group of officers is known as the Executive Developmental Roster and should consist of those individuals in the designated grades judged to have the talent and potential for future executive assignments.

e.   To the extent possible, know that the personal plans and goals of each individual on the Executive Developmental Roster are compatible with the Office plans and goals.

f.   Identify and schedule specific developmental requirements, both training courses and assignments, for each individual on the Roster. It is appropriate to periodically review long-range plans in the interest of the Agency and the employee to determine their continued applicability.

4.   Formats for the FY 77 Personnel Development Program are attached for distribution to your Career Subgroups or Divisions. You may wish to forward them with your own statement regarding Agency and Career Service goals and policies for executive management and development. The Career Service consolidations are to be forwarded to the Director of Personnel no later than 1 September 1976. I request that you analyze the consolidated report and the Subgroup or Division reports in advance of my discussions with you regarding the PDP which will be scheduled in October. I look forward to your comments regarding results of your feedback discussions with the Subgroup and Division Heads regarding the FY 77 PDPs.

5.   As a matter of interest for you, attached is a copy of a memorandum from OMB/CSC highlighting the Federal program and the President's interest in executive development.

/s/ E. H. Knoche
E. H. Knoche

Atts:
  FY 77 PDP Formats
  Memo from OMB/CSC

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

April 5, 1976

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

In our continuing efforts to foster improved program management throughout the Federal Government, we are constantly aware of the critical importance of effective and skilled leadership by career executives. The development of such leadership requires careful attention. The President has placed high priority on executive development in the Budget for Fiscal Year 1977. He has directed agencies "to strengthen their internal programs of executive selection and training."

While the Office of Management and Budget and the Civil Service Commission will support and assist agencies in their efforts, the responsibility for carrying out the Presidential directive is yours. Our experience has shown that the quality of executive leadership improves when bureau heads, with support from above, assume personal responsibility for executive development. You should make certain that your organization's efforts are directed toward:

- Selecting with great care and in accordance with merit principles whenever career executive vacancies occur;

- Developing the skills and abilities of incumbent executives;

- Projecting upcoming executive needs on a regular basis;

- Identifying men and women with the greatest potential for effective performance as executives;

- Providing appropriate developmental work assignments and training to high potential employees, thus establishing a reservoir of highly qualified candidates for key executive positions;

- Ensuring, through executive resources boards or similar arrangements, that those who have participated successfully in executive development programs are fully considered when executive vacancies occur.

The last point is of critical importance. Unless executive
development activities bear a clear relationship to the merit
selection process, they are meaningless. One of the most
wasteful aspects of some agency programs is the pattern of
selecting for training those who "can be spared" but who are
not likely to be selected when vacancies arise.

For the past several years, OMB has encouraged agencies to
do a better job of developing incumbent and potential execu-
tives by requiring agencies to submit resource plans for
executive development. These plans are carefully reviewed
by OMB staff and are considered during the regular budget
review process. Since executive development is a long-term
investment, expenditures need to be continued, even in times
of budget stringencies. Therefore, we urge that these
essential programs be given priority attention in the coming
year despite our current budgetary problems.

The Civil Service Commission has undertaken a number of
efforts in recent years to assist agencies in developing and
maintaining comprehensive executive development and selection
systems. These have included working with agencies on the
establishment of executive assignment boards and executive
resources boards, issuing guidance on executive development
and selection, and providing executive and management
training through the Federal Executive Institute, the
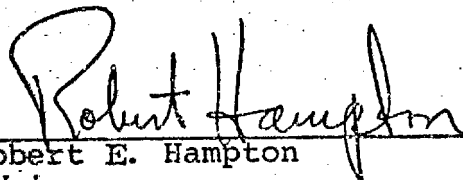Executive Seminar Centers and regional management training
facilities.

Together, the Civil Service Commission and the Office of
Management and Budget have collaborated in launching the
pilot Federal Executive Development Program (FEDP). FEDP
is a Government-wide program designed to help prepare a
group of carefully selected GS-15 and equivalent Federal
employees for positions of greater responsibility. Through
a combination of formal training, tailored work experiences
and informal seminars, FEDP seeks to provide needed manage-
ment skills and broader perspectives in public management.
In this, its third year, the program is being enlarged and
restructured to address agency executive needs more directly.
In line with this restructuring, agencies are being
given primary selection responsibility. You should ensure
that the persons selected are those who are highly likely
to assume executive responsibilities in your organization. It
is our hope that you will make full use of the FEDP and that

it will serve as the capstone of your agency's executive development system. More detailed information will be sent soon to your administrative officials.
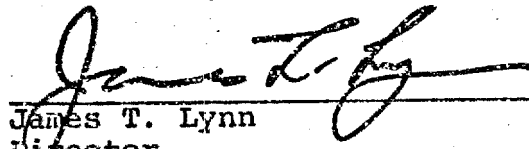
In the coming year OMB and CSC will be giving increased attention to advancing overall agency executive development programs. Joseph U. Damico, Director of the Commission's Bureau of Executive Manpower and Edward F. Preston, Office of Management and Budget's Assistant Director for Executive Development and Labor Relations, and their staffs will be available to assist your organization in this effort.

By assigning high priority to executive development and selection, you can greatly strengthen the leadership capability of your agency for years to come.

Sincerely yours,

Robert E. Hampton
CHairman
U?S. Civil Service Commission

James T. Lynn
Director
Office of Management and Budget

INSTRUCTIONS

FY 77 PERSONNEL DEVELOPMENT PROGRAM

The Personnel Development Program is a major element of senior
management's responsibility for planning executive progression, e.g.,
for the development of executive personnel and for successful executive
assignment. It is the Agency's implementation of the Federal Executive
Development Program which by Executive Order has been instituted in all
Government agencies. The President's interest in and concern with this
aspect of personnel management in the Federal Sector is evidenced by
the continuing memoranda issued by him on the subject and the require-
ment for an annual report to OMB on the status of the program in the
individual agencies. It is in the interest of effective Agency manage-
ment that the plans programmed in the PDP be fully developed and
implemented, and that they not become paper exercises. How well this
responsibility is fulfilled will be reflected in the quality of manage-
ment in the years to come.

Part I of the PDP is a dynamic tool which structures the advance
planning of executive level assignments and requires the full attention
of senior management officials. It is not a static planning device;
it must be updated or amended as assignments develop, as situations
and personnel change, and whenever individual careers take new directions.
The PDP should not be allowed to become outdated or reflect outmoded
plans. When properly managed in this way, the submission of the report
by the due date then only requires a statistical update.

The PDP reports should also reflect the results of each Deputy
Director's annual review of his mid and senior level personnel. Not
every executive level candidate will realize the full potential seen
in him at a more junior grade, and some officers will mature at a later
period in their careers with performances meriting consideration for
senior level assignments. The annual personnel reviews should insure
the Executive Developmental Rosters are modified to show these develop-
ments and that selection lists do not become stagnant on the basis of
long past performances. The estimate of an individual's potential as
evidenced by current performance is at least as valid as are forecasts
based on earlier evaluations.

There is no requirement that the developmental program cite specific
future assignments for every junior officer on the Developmental Roster.
Some Offices may be able to identify definite positions for an individual;

others may wish to indicate the assignments in general terms such as
Branch Chief, Branch Chief of a small branch, Deputy Chief of a large
branch, assignments within a Career Service Subgroup, intra or inter
Career Service, at Headquarters or overseas locations. The purpose
in identifying the developmental positions, or the level of the
position, is to focus attention on the scope of the proposed assign-
ment, the training required, and to insure that the individual concerned
is given the opportunity for broader experiences. The position should
be selected to develop and utilize new management or operational skills,
to expand horizons and to stretch the capacities of the assignee.
Where there is no change in the level of responsibility, the duties of
the proposed position should offer new challenges in a different area
of responsibility. Training courses for those on the Executive
Developmental Roster should be selected with the same ends in view,
i.e., development and expansion of the individual's abilities and
talents. A position or training which offers neither challenges nor
opportunity to grow does not qualify as developmental.

The objectives and report formats of the FY 77 PDP have not changed
significantly from past years. Some chart titles have been slightly
reworded to provide a clearer definition between the Executive List and
the Executive Developmental Roster. The Executive List consists of
available GS-15 - GS-17 and SPS officers who are currently qualified,
without further developmental assignments or training, to fill anti-
cipated executive vacancies. The Executive List will be reflected on
Charts IV and VII. The Executive Developmental Roster consists of
GS-13 - GS-15 officers who have been identified as having the potential
to be developed for an eventual assignment to an executive position.
These officers are reported on Charts II, III, VI, and VIII.

In past years there has been some question as to what constitutes
"Implementation of Plans" on Chart II. The following examples are
given to help clarify this question.

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Chart VI asks for a statistical report of the training course or training assignment of the PDP Roster and an itemized list of the courses and number of officers to be enrolled in each by the fiscal year. These listings should be in close accord with your yearly training requirement submissions to the Office of Training. The OTR Catalogue should be used as the basis for the course selection. However, components having a need for training or courses not listed in the Catalogue should describe the requirement in general terms. The training goals reflected in the PDP and APP are forwarded to the Office of Training for review and consideration, and new require ents are of interest to the OTR Plans Staff.

The FY 77 PDP Part I is being distributed in advance of the Annual Personnel Plan and is scheduled to be completed in sufficient time to permit the data developed to be used in completing the APP reports. The consolidated PDP reports are due, in duplicate, to the Director of Personnel no later than 1 September 1976. The Executive List and the Executive Developmental Roster are to be retained at the Career Service level for the Deputy Director's discussion at the DCI level.

The Developmental Profiles, Part II of the PDP, have been published and appear to be well thought out and developed; they have the potential of becoming a very significant tool in the personnel management process. There has been insufficient time since their publication, however, to evaluate their effectiveness, and for this reason a report on Part II of the PDP will not be included with the FY 77 PDP submissions to the Director of Personnel. Because the Profiles are designed for use by all Agency employees, counselors, panels, etc., their evaluation must be done at the Career Service and Career Subgroup levels. By mid January 1977 the Career Services and Career Subgroups will be asked for an evaluation of the Profiles. The evaluation will probably include questions such as the following:

a. Have all employees seen pertinent Profiles?

b. Are counselors aware of their responsibility for using the Profiles?

c. How do the employees feel regarding the applicability of the Profiles to their own needs?

d. Are training lists being followed?

e. Do you see need for revisions?

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f.   Does your experience provide any new insights or proposals for a different approach to the Profile system?

g.   Have the Profiles aided in identifying related career tracks in your Service?

Questions regarding the completion of the FY 77 PDP should be directed to the Personnel Offices at the Career Service level.

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	ACTION		DIRECT REPLY		PREPARE REPLY
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	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

Pursuant to the DDCI's 12 July memo to the DDs and the Chairman, Senior Executive Career Service Panel regarding the FY 77 PDP, attached are the PDP formats and the instructions for their completion. They are delayed in reaching you by the DDCI's desire to sign the transmittal memo after his confirmation.

Members of the OP Review Staff will be available to discuss the FY 77 PDP with you and the appropriate Subgroup officers if you so desire.

The DDCI's 12 July memo is the formal transmittal memo for this package.

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FROM: NAME, ADDRESS AND PHONE NO.	DATE
C/Review Staff/OP	13 Jul 76

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